

Annual Pay Plan Report

**Presented to
The State Civil Service Commission
2010**

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Executive Summary	3
Introduction	4
Methodology	5
Benchmarks	5
Salary Surveys	6
Occupational Group Comparisons	7
Public/Private Sector Comparisons	7
Results	8
Pay Range Minimums	8
Administrative Occupations	10
Protective Services Occupations	11
Social Services Occupations	12
Technical & Scientific Occupations	13
Skilled Trades Occupations	14
Medical Occupations	15
Comparison of Annual Average Employee Pay	16
Comparison of Employee Benefits	18
Impact: Cost of Low Salary Levels	20
Statewide Turnover Cost Estimate.....	23
Conclusion	24
Recommendations	25
Appendix A: Benchmark Job Titles	27
Appendix B: States in Compensation Consortiums	34
Appendix C: State Jobs Below 2009 Federal Minimum Wage	35

Executive Summary

The Department of State Civil Service is required by Civil Service Rule 6.2 to conduct an annual review of the compensation plan for classified state employees, and make recommendations to the State Civil Service Commission based upon the results. The analysis presented in this report indicates that the pay plan minimums (salary ranges) in the current compensation plan range from 7% to 29% behind those of comparable jobs in Louisiana's general employment market.

In 2008 the Department of State Civil Service recommended to the Governor that the minimum salary rates for the six occupational pay schedules that constitute the state's classified compensation plan be increased, varying from 3% to 10%, but the proposal was never ratified nor implemented.

We are now slightly further behind in all schedules and some improvement for our minimums would be helpful, especially as our pay range minimums for the Administrative, Medical, Social Services, and Skilled Trades are below federal minimum wage*. **However, in view of the state's dire fiscal circumstances, we do not propose any changes at this time.** Agencies have the ability to cope with hiring issues on a piecemeal basis through use of special hiring rates (SERs).

This review also indicates that salaries of classified employees average 2-22% (note: varies by benchmark job) lower than those of employees in comparable jobs in Louisiana's general employment market. **Again, we do not propose addressing this issue at this time in consideration of the state's funding issues.**

**Federal law trumps our state rates. No employee is paid below federal minimum wage. (See Appendix C for a list of specific jobs)*

INTRODUCTION

Article X of the Louisiana State Constitution requires the State Civil Service Commission to establish and maintain a uniform pay plan to ensure that classified state employees are compensated appropriately and in accordance with state and federal law. The Commission strives to set compensation levels that enable state agencies to recruit and retain the quality of employees they need to deliver effective services to our citizens, while adhering to a fiscally conservative philosophy.

The Commission has expressed its compensation philosophy in Civil Service Rule 6.1:

6.1 Philosophy. The pay rates for the State's classified workforce will be established in accordance with a system that generally considers such factors as availability of applicants, the quality of the applicant pool, turnover rates, federal law, market competition, pay practices of market competitors, the evaluation system ranking, employee performance and level of funding available. The State will not be a market leader, but, for the most part, will follow the market as the value of jobs change.

Through the adoption of Civil Service Rule 6.2, the Commission has directed the Director of State Civil Service to analyze the effectiveness of the classified compensation plan at least annually, and to recommend appropriate changes based upon the results. After considering any such recommendations at a public hearing, the Commission may adopt changes to the pay plan, which become effective only after approval by the Governor.

This report presents the results of the compensation analysis for the Director of State Civil Service as well as the members of the State Civil Service Commission.

METHODOLOGY

Benchmarks

The Department of State Civil Service conducted this analysis according to the benchmarking process and principles recommended by the WorldatWork Society of Certified Professionals. (www.worldatwork.org). WorldatWork is the world's leading not-for-profit professional association dedicated to knowledge leadership in the areas of total rewards, compensation, benefits, and work-life balance. The WorldatWork standards of professional practice are followed by compensation professionals nationally and world-wide.

The benchmarking process identifies jobs that are common throughout all industries. Examples include jobs such as receptionist, accountant, engineer, registered nurse, electrician, etc. Benchmark jobs are used as reference points to make pay comparisons between employers within a geographic area.

Benchmark jobs are selected to represent multiple levels within occupations. This provides for analysis of a “cross-section” of an occupation throughout the market-place. For example, the inclusion of Accountant Technician; Accountant 1, 2, and 3; Accountant Supervisors; and Accountant Managers among the selection of fiscal benchmark jobs provides pay comparisons of entry-level to entry-level, and supervisor to supervisor.

Selection of benchmark jobs must be made from jobs with broad enough usage in the market to allow statistically significant sampling methods to be applied. Standards of definition established among compensation practitioners are used to ensure consistency of comparability. Over 500 benchmark jobs were used to prepare this analysis. A complete list of the benchmark jobs used is provided in Appendix A.

Salary Surveys

Once applicable benchmark jobs have been identified, compensation information for those jobs is obtained through professional salary surveys. The Department of State Civil Service uses salary survey data from commercial compensation survey providers as well as public compensation consortiums. For this analysis, salary surveys were obtained from the sources listed below.

CompAnalyst is a comprehensive salary survey subscription service provided by Salary.com, a leading commercial provider of compensation data services since 1999, with over 7,000 corporate subscribers. CompAnalyst was used to obtain comparative private sector salary data for the Louisiana market.

Compdata Surveys, a national compensation survey and consulting firm, was used to obtain comparative private sector salary data for the Louisiana, Mississippi, and Alabama markets.

The Central States Compensation Association is a public sector consortium that annually compiles public sector salary survey data for 25 central states, including Louisiana. (See list of participating states in Appendix B.)

The Southeastern States Salary Conference is a public sector consortium that annually compiles public sector salary survey data for 14 southeastern states, including Louisiana. (See list of participating states in Appendix B.)

The American Federation of Teachers compiles salary surveys for a variety of public sector professional jobs including Accountant, Engineer, Human Resources Analyst, etc. as well as teachers, for all 50 states.

www.aft.org/pubemps/pubs-reports/PEcompsurvey08.htm

Occupational Group Comparisons

Louisiana's compensation plan divides state classified jobs into six pay schedules based on broad occupational categories. These six pay schedule categories are listed below. The jobs within each pay schedule group have relatively homogeneous recruitment, retention, and compensation needs. Therefore, salary data was analyzed separately for each of these six groups.

State Pay Schedule Groups

- Administrative (fiscal, purchasing, administrative, human resources, etc.)
- Protective Services (correctional officers, campus police, etc.)
- Social Services (social workers, counselors, rehab specialists, etc.)
- Technical/Scientific (IT professionals, engineers, geologists, etc.)
- Skilled Trades (mechanics, carpenters, plumbers, pipefitters, etc.)
- Medical (nurses, lab technicians, epidemiologists, therapists, etc.)

Public/Private Sector Comparisons

Salary data from both public sector and private sector employers was included in this analysis. Separate and aggregate comparisons are presented. The relative value of these different comparisons varies among occupational groups. For example, in the medical occupation group, a large proportion of the Louisiana state jobs serve the charity hospital system. Since no other state operates such an acute care hospital system, the state-to-state comparison is of limited relevance.

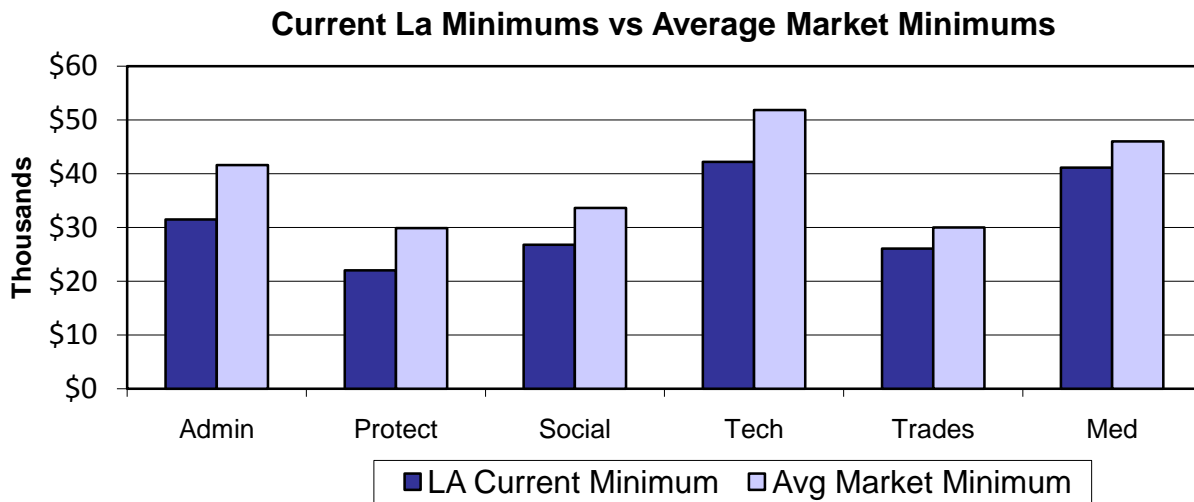
For the majority of state jobs, competition for skilled employees comes not from other states, but from private employers within Louisiana. For example, an IT professional or Accountant considering employment with the Department of Transportation and Development or the Department of Social Services would be more likely to compare the offerings of state employment to those of local private competitors such as Exxon, Blue Cross, or The Shaw Group.

RESULTS

Comparison of Pay Range Minimums

Overview

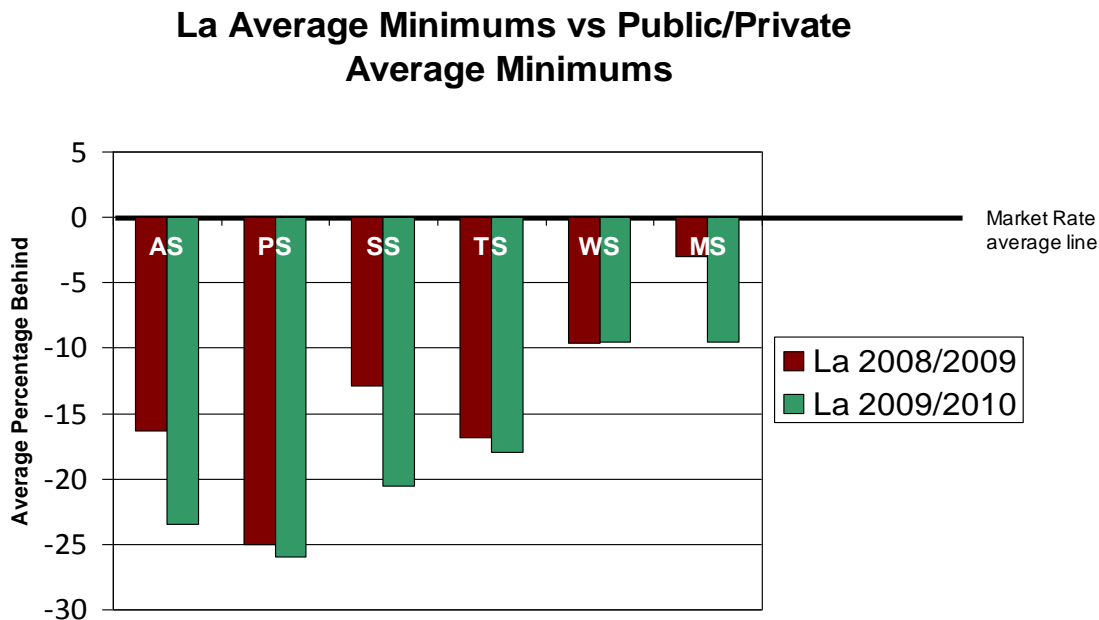
Louisiana's state compensation plan establishes minimum rates of pay for each job within the six occupational groups. These minimum rates represent the standard starting salaries for new employees hired into state service. The graph below shows an overview comparison of average state minimums to combined public/private market average starting salaries in dollars. Detailed comparisons for each of the six occupational groups follow this overview.



This graph shows that state minimum starting salaries are significantly lower than starting salaries offered by our competitors in the employment market. The next graph presents the same comparison between state minimums and all other employers' minimums in terms of the percentage difference between the two.

In this graph, the combined public/private sector average starting salaries are represented by the 0 axis. The red and green bars indicate the percentages by which Louisiana's average starting salaries have fallen below public/private averages for the past two years. This comparison shows that current state starting salaries trail the average starting offerings of other public/private employers by 9% to 26% in the six occupational groups. In 2008-09 we trailed by 3% to 25%. Serious state budget issues prevented addressing the minimums, and we have continued to fall even further behind. Detailed comparisons for each of the six occupational groups follow this overview.

NOTE: THE RED AND GREEN BARS BELOW THE BLACK LINE IN THE FOLLOWING CHART SHOW THAT WITHIN THE PAST TWO YEARS OUR MINIMUMS HAVE CONTINUED TO FALL BEHIND THE AVERAGE PUBLIC/PRIVATE STARTING RATE

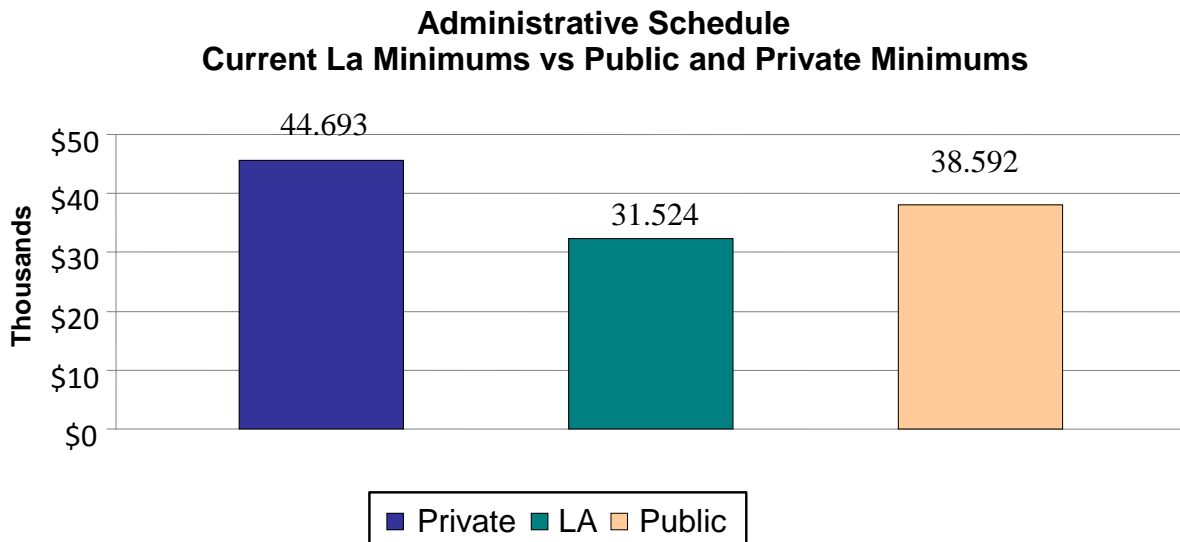


Legend:

- AS = Administrative Occupations
- PS = Protective Services Occupations
- SS = Social Services Occupations
- TS = Technical & Scientific Occupations
- WS = Skilled Trades Occupations
- MS = Medical Occupations

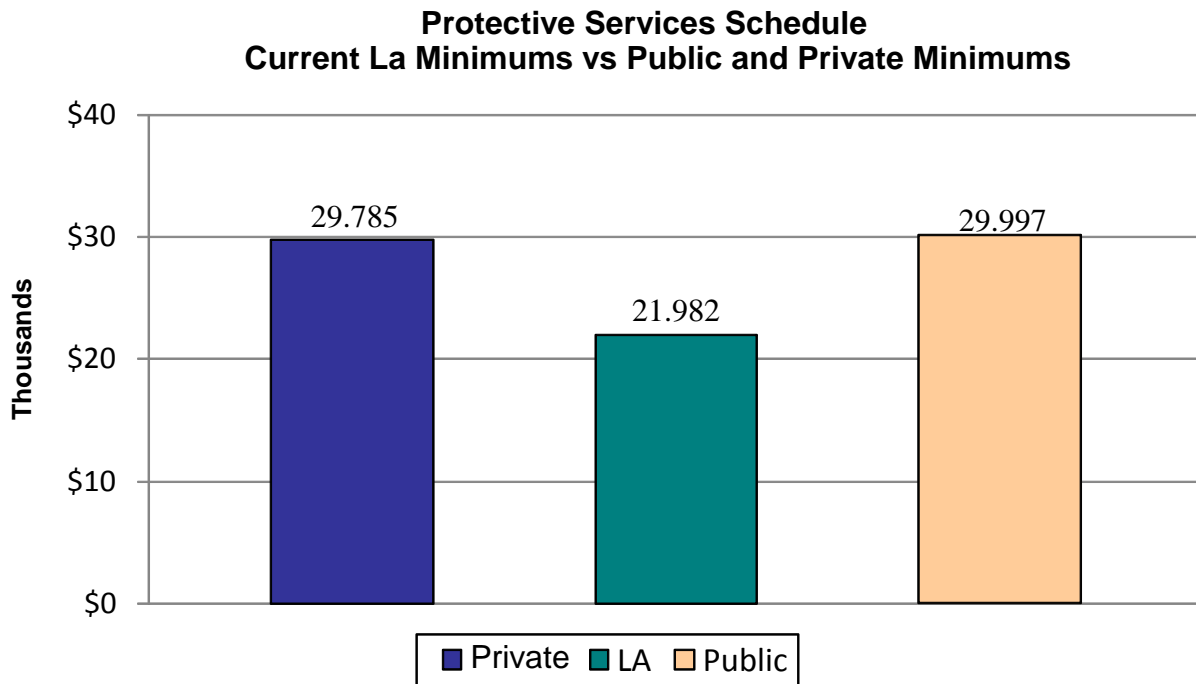
Comparison of Pay Range Minimums - Administrative

The Administrative pay schedule represents approximately 17,016 (FTE) classified employees as of May 1, 2010. Jobs in this category include Accountants, Attorneys, Economists, Human Resource Officers, etc. (See Appendix A for a list of the benchmark jobs utilized in this study.) The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers in terms of dollars and percent difference. **State minimums in this group average 18% to 29% lower than those of competing employers**



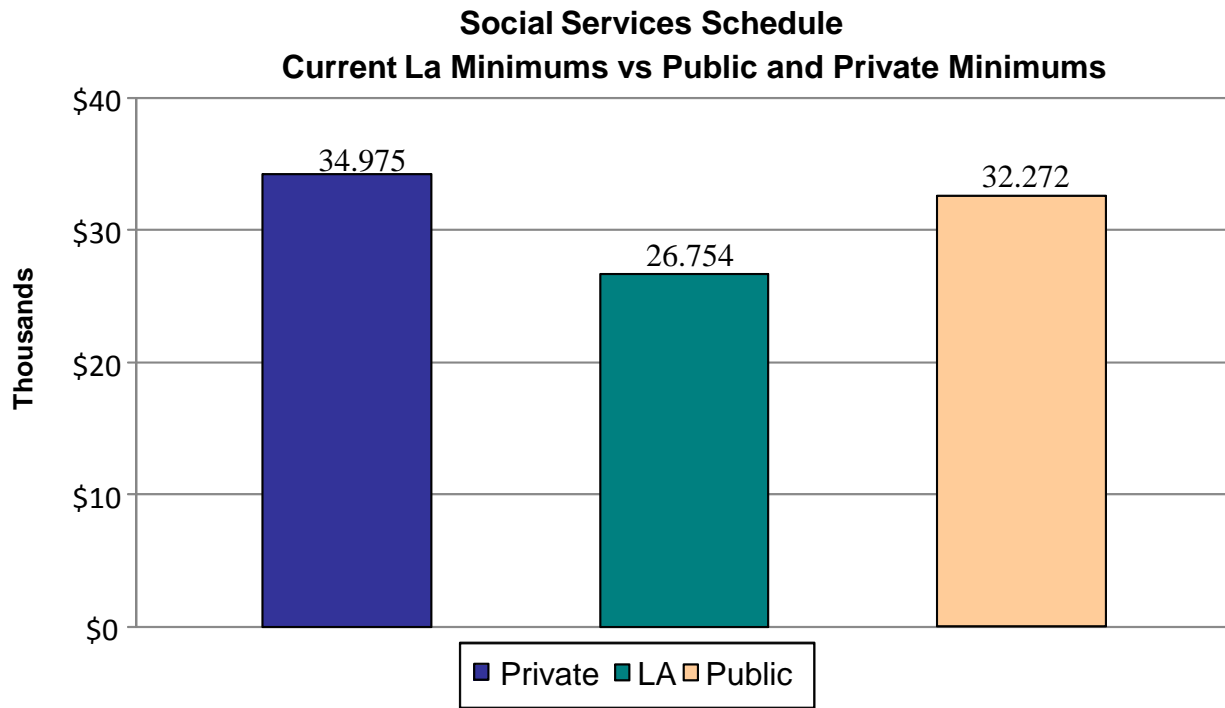
Comparison of Pay Range Minimums – Protective Services

The Protective Services pay schedule represents approximately 7,132 (FTE) classified employees. Jobs in this category include Police Officers, Corrections Officers, Probation & Parole Agents, Wildlife Agents, etc. (See Appendix A for a list of the benchmark jobs utilized in this study.) The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. **State minimums in this group average 26% lower than those of competing employers**



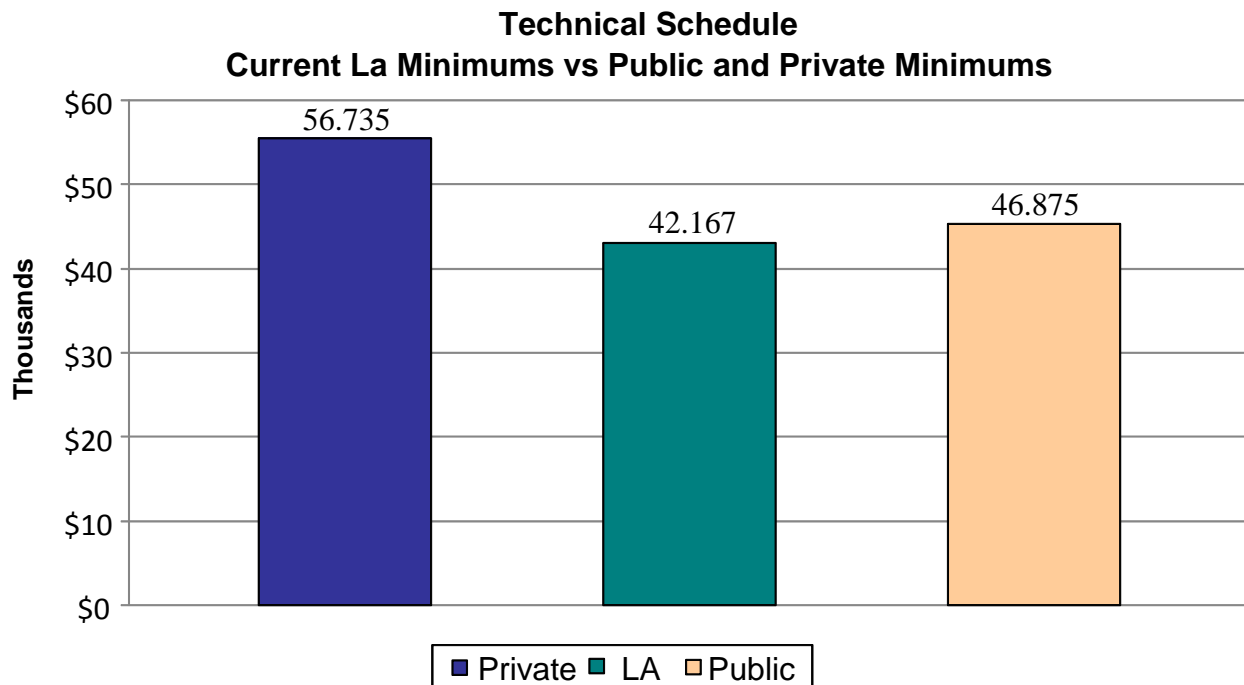
Comparison of Pay Range Minimums – Social Services

The Social Services pay schedule represents approximately 8,852 (FTE) classified employees. Jobs in this category include Social Workers, Child Welfare Specialists, Counselors, etc. (See Appendix A for a list of the benchmark jobs utilized in this study.) The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. **State minimums in this group average 17% to 24% lower than those of competing employers.**



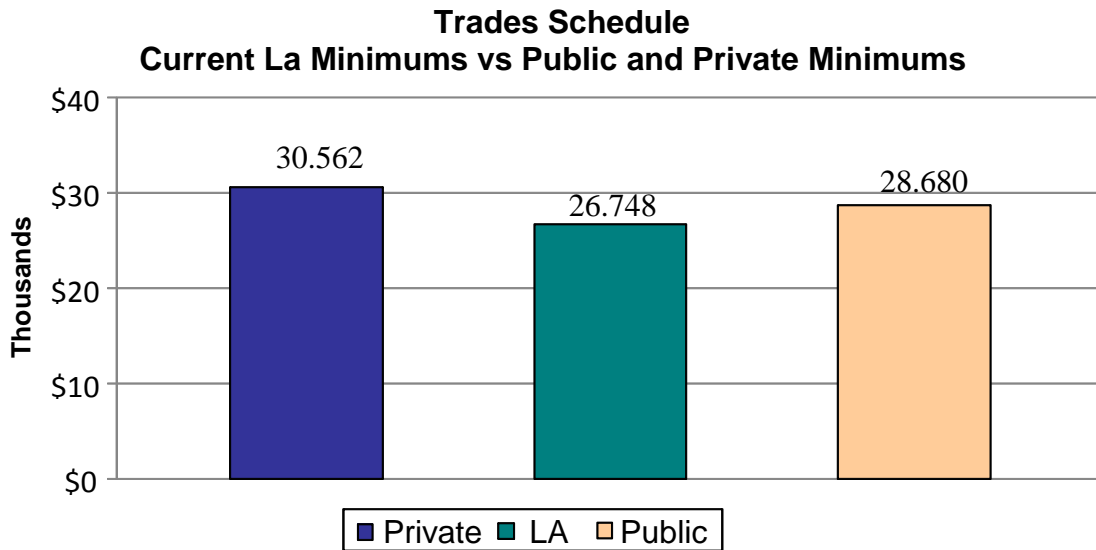
Comparison of Pay Range Minimums – Technical & Scientific

The Technical & Scientific pay schedule represents approximately 5,349 (FTE) classified employees. Jobs in this category include Biologists, Chemists, Engineers, Geologists, etc. (See Appendix A for a list of the benchmark jobs utilized in this study.) The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. **State minimums in this group average 10% to 26% lower than those of competing employers.**



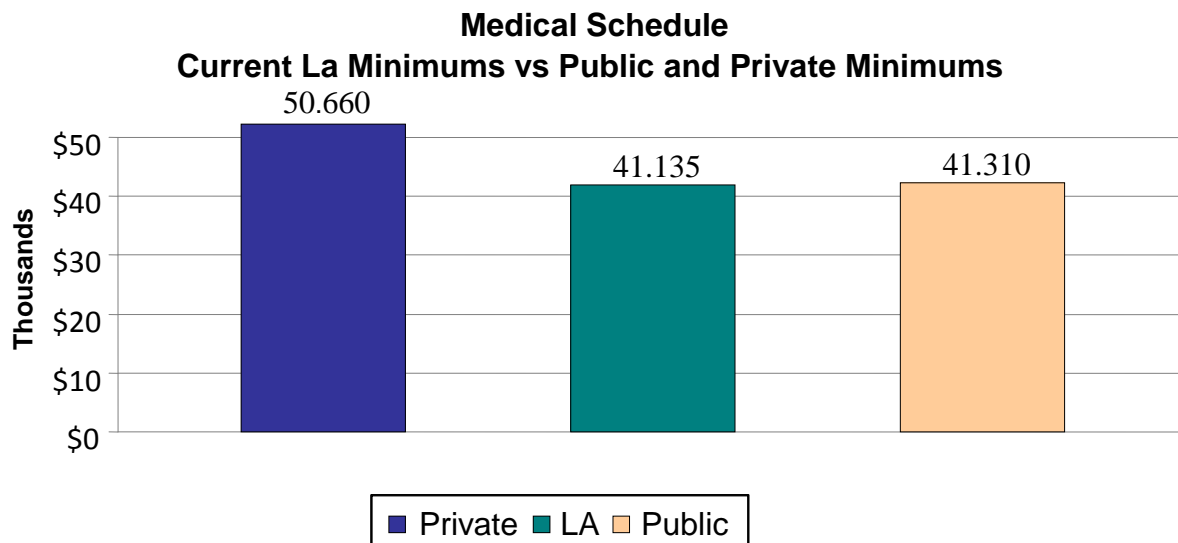
Comparison of Pay Range Minimums – Skilled Trades

The Skilled Trades pay schedule represents approximately 8,745(FTE) classified employees. Jobs in this category include Carpenter, Electrician, Maintenance Repairer, Mobile Equipment Operator, Trades Apprentice, etc. (See Appendix A for a list of the benchmark jobs utilized in this study.) The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs in other states and private employers. **State minimums in this group average 7% to 12% lower than those of competing employers.**



Comparison of Pay Range Minimums - Medical

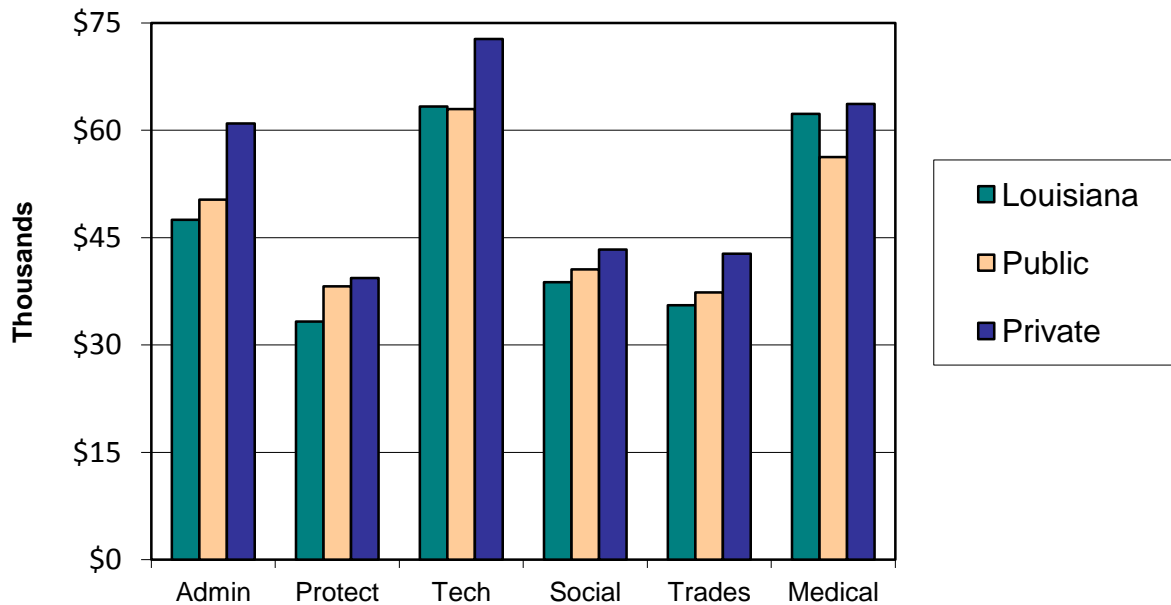
The Medical pay schedule represents approximately 9,718 (FTE) classified employees. Jobs in this category include Nurses, Psychologists, Therapists, etc. (See Appendix A for a list of the benchmark jobs utilized in this study.) The graph below shows the comparisons of average state starting salaries for jobs in this category to average starting salaries offered for comparable jobs by other states and private employers. Although included below, comparisons to other states in this group are less relevant than comparisons to private employers. Since no other state operates a charity hospital system, comparable benchmarks in other public jurisdictions are limited for medical occupations. **State minimums in this group average 19% lower than those of comparable private competitors.**



Comparison of Annual Average Employee Pay

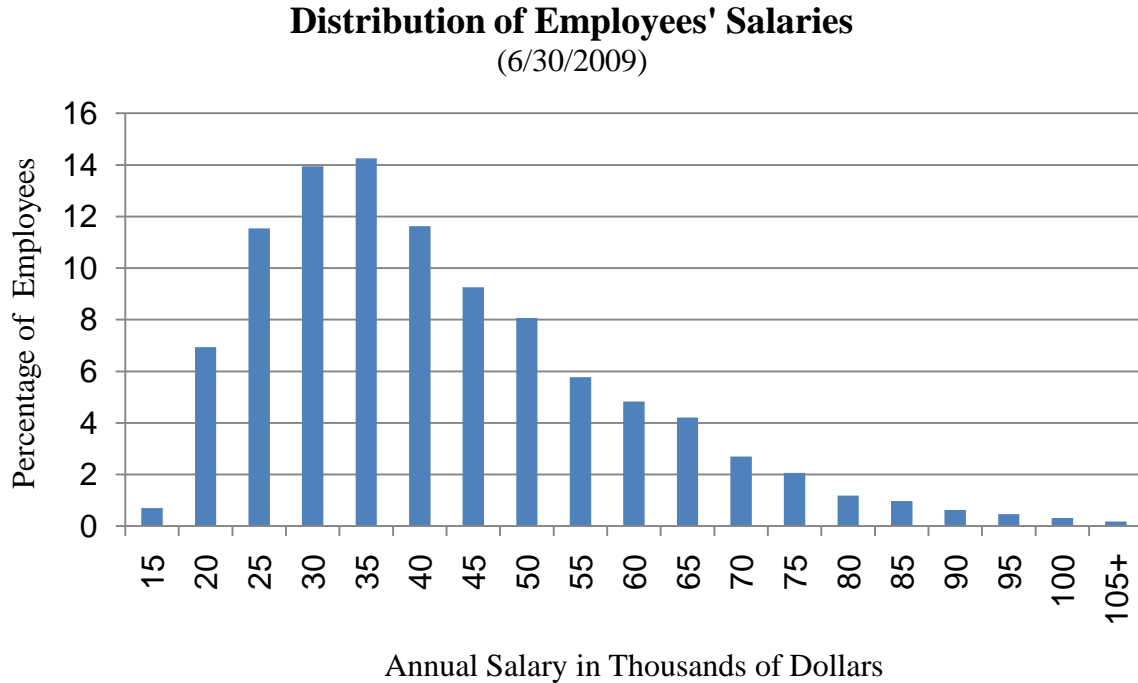
The preceding section analyzed the competitiveness of the state's minimum or starting salaries. An analysis of the annual average salaries for all employees, not just new hires, yields the following results.

Employee Average Annual Salary Louisiana vs Public and Private Market



Average annual salaries of Louisiana state employees fall between \$1,374 and \$13,429 behind those of private employees in the state. These figures translate to state employees averaging from 2% (medical occupations) to 22% (administrative occupations) less than employees in comparable jobs in the private sector. Compared to figures from our previous report in late 2008, this is a slight improvement for the medical occupations, but an increase from 16% to 22% for the administrative occupations. While Louisiana was behind in all schedules when compared to the private sector, the state also lagged behind other public employers in four schedules (Administrative, Protective, Social Services, and Skilled Trades).

As of June 30, 2009, 57% of classified employees made less than \$40,000 per year. The distribution of classified employees' annual salaries is illustrated in the graph below.



Comparison of Employee Benefits

Health Insurance

Although the State Civil Service Commission has no jurisdiction/authority over state employee health insurance or retirement plans, it is appropriate to include a review of these components of total compensation. The table below provides a comparison of the average monthly health insurance premiums paid by Louisiana state employees (FY 2008/2009) to the average premiums paid by employees of other states (FY 2008/2009) and by employees of private employers who provided benefits. (FY 2008/2009). (Note: FY2009/2010 data is not yet available for the private sector and other states so 2008/2009 data was used)

APPROXIMATE AVERAGE OF EMPLOYEES' SHARE OF MONTHLY HEALTH INSURANCE PREMIUMS			
Type of Coverage	Louisiana State* (HMO & PPO, inc)	Private Sector**	Other States*** (HMO & PPO)
Single Coverage	\$142.20	\$87.99	\$58.76
Family Coverage	\$487.88	\$378.07	\$263.38

*Louisiana Office of Group Benefits

**Bureau of Labor Statistics National Compensation Survey, Employer Costs for Employee Compensation, March 2009 (West South Central Region)

*** Combined Central & Southeast States Consortiums

This data indicates that Louisiana state employees pay higher health insurance premiums than both their public and private sector counterparts. The Louisiana Office of Group Benefits reports that approximately 35% of eligible state employees do not participate in our health plan. Louisiana also does not offer short or long term disability insurance.

Retirement

The state employee retirement plan is a defined benefit plan, i.e. the benefit is a fixed amount based upon the employee's length of service and salary. The Louisiana State Employees' Retirement System (LASERS) reports that as of June 30, 2009, the average current regular retirement benefit paid to classified employees is \$1,533 per month. Members must have ten years of creditable service in order to be vested with the system. This is one of the highest vesting requirements among the Southern states.

Employees who participate in the Group Benefits health insurance program may continue their coverage when they retire. The Office of Group Benefits

indicates that retiree monthly premiums for 2008/2009 range from \$79 for a single retiree with Medicare HMO to \$512 for a retiree and spouse without Medicare EPO.

Vacation & Holidays

Louisiana's Revised Statute 1:55 established nine state holidays each year, with a tenth holiday in congressional election years. The Governor may declare additional holidays each year and typically does so (e.g. National Memorial Day.) The Civil Service Commission establishes rules that determine the amount of "annual leave" (vacation or personal) a classified employee may earn. The table below compares these benefit levels to the average of other states and private employers.

Vacation & Holidays Comparisons

Vacation Days	Louisiana State	Private Employers*	Other States**
Junior Employee (3 years service)	12	10	12.6
Senior Employee (15 years service)	24	20	21.5
Holidays	9-13	8	11

*Bureau of Labor Statistics National Compensation Survey, Employer Costs for Employee Compensation, March 2009

**Combined Central & Southeast States Consortiums (2008/2009)

Impact: Cost of Low Salary Levels

Low salary levels have a negative impact on the recruitment and retention of skilled employees. In a Harris Poll conducted for Spherion Corporation¹, a major recruiting and staffing firm, financial compensation and benefits were found to be the two most important drivers of employee retention. When state compensation levels fail to remain reasonably competitive, employee retention suffers. The resulting turnover has significant costs to our state, both immediate and long-term.

The immediate costs include:

- Separation Costs – administrative costs related to termination, annual leave payout
- Replacement Costs - recruiting & advertising costs, pre-employment administrative costs, interviewing time, testing, medical expenses (drug screening)
- Vacancy Costs – overtime, temporary employees
- Training Costs – orientation, certifications, supervisor/lead-worker's time, formal class time/fees
- Productivity Costs – loss of customer contacts, on-the-job learning

There are many models used to estimate the cost of turnover. We use the Mathis/Jackson Simplified Turnover Costing Model recommended by LSU's E.J. Ourso College of Business shown below.

Mathis/Jackson Simplified Turnover Costing Model
<p>A. Typical annual pay for job</p> <p>B. Percentage of pay for benefits times (x) annual pay</p> <p>C. Total employee annual cost (add A + B)</p> <p>D. How many employees voluntarily quit in the past 12 months?</p> <p>E. Time it takes an employee to become fully productive (in months)</p> <p>F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)</p> <p>G. Annual turnover cost for this job: (Multiply F X D)</p>
<p>*Assumes 50% productivity throughout the learning period (E).</p>

Mathis, Robert L. & Jackson, John H. Human Resource Management, Tenth Edition. Figure 3-10, pg 90. United States: South-Western, 2003.

¹Spherion.com/press/releases/2009/Emerging_Workforce.jsp

In the following examples, application of the Mathis/Jackson model to data for FY 08/09 illustrates the cost of turnover to state government.

Example 1: Psychiatric Aide 1

In FY 08/09, the voluntary turnover rate among Psychiatric Aides 1 was 37.50% (33 out of 88 incumbents). Assuming an average learning period of three months for this job, the cost of turnover is estimated at \$95,931 as shown below.

Psychiatric Aide (3 months) (37.50% voluntary turnover)	
A. Typical annual pay for job	<u>\$17,146*</u>
B. Percentage of pay for benefits times (x) annual pay	<u>(35.65%) = \$6,113</u>
C. Total employee annual cost (add A + B)	<u>\$23,259</u>
D. How many employees voluntarily quit in this job in the past 12 months?	<u>33</u>
E. How long does it take for one employee to become fully productive (in months)?	<u>3 months</u>
F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)	<u>\$2,907</u>
G. Annual turnover cost for this job: (Multiply F X D)	<u>\$95,931</u>
<i>*Assumes 50% productivity throughout the learning period (E).</i>	

*04/23/10 Survey Pay Report, actual average salary

Example 2: Social Worker I

In FY 08/09, 12 of 86 entry level Social Workers left state service, a voluntary turnover rate of 13.95%. The average learning period for Social Workers is longer than that for Psychiatric Aides. In the illustration below, a learning period of one year is used, resulting in an estimated turnover cost of \$301,068.

Social Worker 1 (12 months) (13.95% voluntary turnover)	
A. Typical annual pay for job	<u>\$36,990*</u>
B. Percentage of pay for benefits times (x) annual pay	<u>(35.65%) = \$13,187</u>
C. Total employee annual cost (add A + B)	<u>\$50,177</u>
D. How many employees voluntarily quit in this job in the past 12 months?	<u>12</u>
E. How long does it take for one employee to become fully productive (in months)?	<u>12 months</u>
F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)	<u>\$25,089</u>
G. Annual turnover cost for this job: (Multiply F X D)	<u>\$301,068</u>
<i>*Assumes 50% productivity throughout the learning period (E).</i>	

*04/23/10 Survey Pay Report, actual average salary

Example 3 – State Budget Management Analyst

For many state jobs, a learning period of six to twelve months is typical. However, some positions require even longer periods for employees to reach full performance level. For example, because of the annual nature of the state's budget cycle, it may take as long as three years for a new State Budget Management Analyst to become fully proficient in all aspects of the job. For these more complex jobs, the cost of turnover per employee is even more significant.

State Budget Management Analyst 1 (36 months) (33.33% voluntary turnover)	
A. Typical annual pay for job	<u>\$39,874*</u>
B. Percentage of pay for benefits times (x) annual pay	<u>(35.65%) = \$14,215</u>
C. Total employee annual cost (add A + B)	<u>\$54,089</u>
D. How many employees voluntarily quit in this job in the past 12 months?	<u>1</u>
E. How long does it take for one employee to become fully productive (in months)?	<u>36 months</u>
F. Per person turnover cost: (Multiply E ÷ 12 X C X 50%*)	<u>\$81,134</u>
G. Annual turnover cost for this job: (Multiply F X D)	<u>\$81,134</u>

*Assumes 50% productivity throughout the learning period (E).

*04/23/10 Survey Pay Report, actual average salary

Statewide Turnover Rates

In FY 08/09 the overall statewide voluntary turnover rate was 9.55%. Voluntary turnover rates for the six occupational groups are shown below.

Occupational Group	FY 08/09 Voluntary Turnover Rate
Administrative	7%
Medical	12%
Protective Services	12%
Social Services	13%
Technical/Scientific	6%
Trades	9%

Statewide Turnover Cost Estimate

Using the statewide average salary of classified employees and learning periods from 3 to 12 months, the aggregate cost of turnover to the state in 08/09 is estimated between **\$40 and \$162 million** as shown below.

<u>08/09 Statewide Turnover Cost Estimate</u>	<u>3 mo. Learning Period</u>	<u>12 mo. Learning Period</u>
A. Typical annual pay for job	<u>\$41,939*</u>	<u>\$41,939*</u>
B. % pay for benefits times (x) annual pay	<u>(35.65%) = \$13,371</u>	<u>(35.65%) = \$13,371</u>
C. Total employee annual cost (A + B)	<u>\$56,890</u>	<u>\$56,890</u>
D. Voluntary quits in the past 12 months	<u>5702</u>	<u>5702</u>
E. Time to become fully productive (in months)	<u>3 months</u>	<u>12 months</u>
F. Per person turnover cost: (E ÷ 12 X C X 50%)	<u>\$7,111</u>	<u>\$28,445</u>
G. Annual turnover cost: (F X D)	<u>\$40,546,922</u>	<u>\$162,193,390</u>

*4/23/10 Average Annual Salary report of Classified Employees

Additional Turnover Costs

In addition to the immediate costs estimated above, high rates of turnover take a long-term toll on the state's productivity. Continually replacing and retraining staff consumes revenue and energy that could otherwise be spent on delivering improved services. This can hamper innovation and erode efficiency. Continued periods of high turnover can limit the development of qualified pools of experienced candidates for the supervisory and management positions that are so critical in any organization.

CONCLUSION

The research and analysis performed by the Compensation Division of the Department of State Civil Service indicates that state classified pay levels continue to lag behind comparable private and public rates. The data for pay minimums (salary ranges) continue to show that state starting salaries trail the average offerings of other employers. Current market data shows that pay schedules lag by 26% for Protective Services jobs, and by 7% to 29% in the other occupational groups. In addition, total average classified salaries lag those in the private sector by between \$1,374.00 and \$13,429.00 (2% to 22%). Although a small decrease in the gap between classified pay and private pay was noted in the benchmark medical jobs surveyed (see Appendix A – Benchmark Job Titles), the gap widened further in the Administrative, Protective, Social Service, and Wage (skilled craft) schedules for classified state employees.

Additionally, as this report has illustrated, classified employees who choose to enroll in the health plans offered by the Office of Group Benefits pay premiums on average higher than both their public and private sector counterparts. 35% of classified employees do not partake of the health plans on offer. While the state continues to provide a competitive defined-benefit retirement option through the Louisiana State Employee Retirement System (LASERS), classified employees do not contribute to Social Security, and receive no federal retirement benefit. Additionally, the LASERS vesting requirements (including a minimum 10 years of service) are among the highest of the Southeastern states. Classified employees of the state do earn both sick and annual leave. However, the rates at which these are earned are highly comparable to both public and private-sector employment, and classified employees have no option to purchase either long or short-term disability insurance through the state.

While the expansion of flexible pay mechanisms for use by hiring agencies have to some degree mitigated the impact of low minimum hiring rates, the fact remains that state agencies remain at a competitive disadvantage when recruiting against private (and some public) employers in the labor marketplace. However, the Civil Service Commission is committed to investigating, formulating, and implementing further innovative compensation initiatives and solutions with the goal of assisting state agencies in recruiting and retaining qualified classified personnel.

Recommendations

*** In view of the state's dire fiscal circumstances, we do not propose any changes at this time.**

Adjustments to Pay Structure Minimums

Our pay plan minimums (salary ranges) are now slightly *further* behind the survey data in all schedules except Protective Services since our October 2008 report, and some improvement for our minimums would be desirable. However, in view of the state's dire fiscal circumstances, we do not propose any changes at this time. Agencies have the ability to cope with hiring issues on a piecemeal basis through use of special hiring rates (SERs).

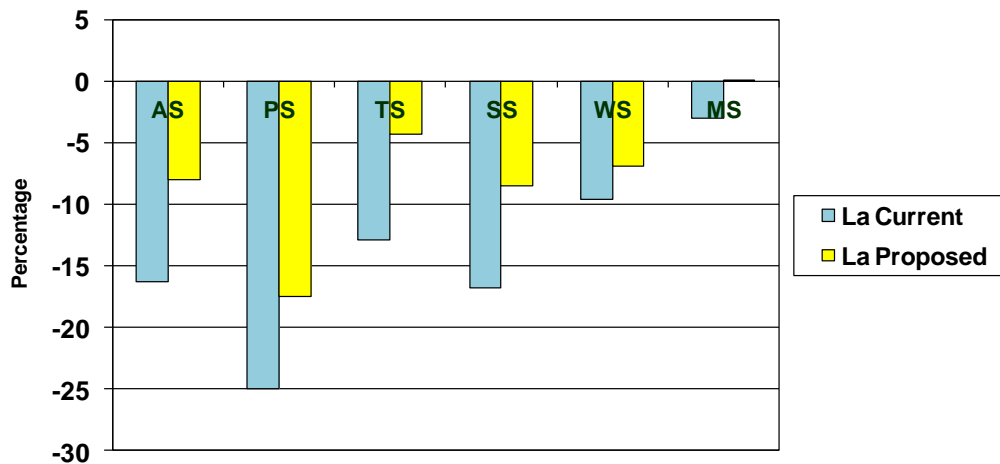
This review also indicates that salaries of classified employees average 2% to 22%* lower than those of employees in comparable jobs in Louisiana's general employment market. **Again, we do not propose addressing this issue in consideration of the state's funding issues.**

The results of the preceding analysis indicate that current state starting salaries average more than ten percent behind starting salaries in the general Louisiana employment market. Our compensation market philosophy is not to be a market leader, but to strive to maintain starting and actual salaries no more than ten percent behind the general Louisiana employment market, and (to a lesser extent) public and private employers in the Southeast states (see Appendix B for a list of states).

*percent behind varies by benchmark job

For reference purposes, this graph from our October 2008 report illustrated how implementation of the Civil Service Commission recommendation would have impacted the percentage difference between average state starting salaries and average market starting salaries, if it had been implemented. (The zero axis represents the market average salaries.)

**Current and Proposed La Average Minimums vs Market
Average Minimums - Percentage Difference**



Legend: AS = Administrative Occupations
 PS = Protective Services Occupations
 SS = Social Services Occupations
 TS = Technical & Scientific Occupations
 WS = Skilled Trades Occupations
 MS = Medical Occupations – Note: The recommended increase in starting salaries will bring state averages to within approximately 0.1% of the market average.

Appendix A: Benchmark Job Titles

ADMINISTRATIVE OCCUPATIONS

Accountant 2	Budget Admin 1	Library Specialist 3
Accountant 3	Budget Analyst 1	Management Analyst 2
Accountant 4	Budget Analyst 2	Marketing Rep 2
Accountant Admin 4	Budget Analyst 3	Marketing Rep Supv
Accountant Mgr 1	Budget Manager	Motor Veh Compl Anly 2
Accountant Mgr 2	Commun Dev Prog Sp 3	Museum Division Dir
Accountant Supv 1	Compliance Exam 3	ORS Chief
Accountant Supv 2	Compliance Exam Mgr	ORS Specialist 2
Accounting Specialist 1	Compliance Invest 3	OSHA Indust Hlth Cons
Accounting Specialist 2	Compliance Prog Spec 3	OSHA Occup Sfty Cons
Accounting Technician	Contracts/Grants Rev 3	Paralegal 1
Admin Assistant 2	Contrcts/Grants Rev Mgr	Paralegal 2
Admin Assistant 3	Curator 3	Park Manager 2
Admin Assistant 4	Economist 2	Park Manager 5
Admin Assistant 6	Economist 3	Photographer 1
Admin Coordinator 1	Economist 4-A	Photographer 2
Admin Coordinator 2	Education Prog Cons 2	Photographer 3
Admin Coordinator 3	Education Prog Cons 3	Policy Planner 2
Admin Coordinator 4	Graphic Artist	Procurement Dir 4-Ex
Admin Law Judge-Adv	HR Analyst A	Procurement Mgr 2-Ex
Admin Program Mgr 2	HR Analyst B	Procurement Specialist 1
Admin Program Spec A	HR Analyst C	Procurement Specialist 2
Admin Supervisor 1	HR Asst Div Admin	Procurement Specialist 3
Admin Supervisor 2	HR Consultant A	Procurement Spec 4-Ex
Admin Prog Dir 4	HR Consultant B	Prog Mgr 1A/DHH
Ag Marketing Int'l Spec	HR Consultant C	Prog Mgr 1B/DHH
Architectural Historian 2	HR Consultant Specialist	Prog Monitor/DHH
Archives Specialist 2	HR Director C	PSC Spec 3
Attorney 1	HR Division Admin	Public Info Director 1
Attorney 2	HR Manager A	Public Info Director 3
Attorney 3	HR Manager B	Public Info Officer 1
Att Dep Gen Coun 2	HR Specialist	Public Info Officer 2
Att Gen Coun 3	Insurance Specialist 2	Public Info Officer 3
Attorney Supervisor	Insurance Specialist 3	Purchasing Tech 2
A/V Product Spec	Interpretive Ranger 3	Records Mgmt Off State
Auditor 1	Land Specialist 1	Retire Benefits Analyst 2
Auditor 2	Land Specialist 2	Retire Benefits Analyst 3
Auditor 3	Land Specialist 3	Revenue Tax Analyst 2
Auditor 4	Land Specialist 4	Revenue Tax Auditor 2
Audit Director	Librarian 2	Revenue Tax Auditor 3
Audit Manager	Librarian 3	Revenue Tax Officer 2
Auditor Supervisor	Library Manager 3	Revenue Tax Specialist 2

Annual Uniform Pay Plan Review and Recommendations 2010

Revenue Tax Specialist 3	State Purchasing Ofc 3	Train/Development Sp 1
Right of Way Agent 3	State Risk Adjuster 4	Train/Development Sp 2
Right of Way Agent 4	State Risk Underwriter 1	Train/Development Sp 3
Right of Way Agent 7	State Risk Underwriter 2	Utilities Specialist 3
Right of Way App 2	State Risk Underwriter 3	Utilities Specialist Supv
Right of Way App 3	State Risk Manager	Warehouse Manager
Right of Way App 5	State Risk Supervisor	Warehouse Supervisor
Safety Program Coord	Statistician 1	Work Comp Compl An 2
Safety Risk Agency Mgr	Statistician 2	Work Comp Disp Res Sp
Safety Risk Agency Dir	Tax Commission Spec 2	Work Develop Mgr 1
St Budget Mgt Analyst 3	TV Manager	Work Develop Ofc 2
State Fiscal Analyst 2	TV Senior Director	Work Develop Supv 2
State Fiscal Analyst 3	Train/Development Coor	
State Loss Prev Ofc 2	Train/D Prog Staff Mgr 2	

Appendix A: Benchmark Job Titles (continued)

MEDICAL OCCUPATIONS

Dental Hygienist	Occupational Ther Asst 2	Radiologic Technol 2
Dietitian Manager 2	Patient Escort 2	Radiologic Technol 3
EKG Tech 2	Pharmacist 3	Radiologic Tech Supv
EEG Tech 3	Pharmacist 5-B	Radiology Tech Manager
Emerg Med Tech/Basic	Pharmacy Tech 2	Reg Diet/Nutri Svcs Adm
Health Info Director 2	Phlebotomist 2	Registered Dietitian
Hlth Inf Dir 4/Acute Care	Physical Therapist 2	RN/Instructor
Health Info Patient Coder	Physical Ther Asst	RN/Manager
Health Info Processor 2	Physical Ther Mgr	RN 1
Health Info Processor 3	Physical Ther Supv	RN 2
Hospital Admit Tech 2	Physical Ther Tech	RN 3
Lab Technician 2	Physician's Assistant	RN Infection Ctrl Coord
Medical Assistant	Pract Nurse, Licensed 2	RN Program Coord
Med Cert Spec 2	Psychologist 2	Resp Care Ther 2-Regist
Medical Cytotechn 2	Psychologist 3	Resp Care Ther 2- Cert
Med Lab Manager 2	Pub Health Lab Dir	RN Supervisor 1
Med Lab Technologist 2	Pub Health Lab Scient 1	RN Hospital Nursg Dir 2
Medical Sonographer	Pub Health Lab Scient 2	RN/Practitioner
Nuclear Med Tech 2	Pub Health Lab Scient 3	Speech/Aud Specialist 3
Nuclear Med Tech Supv	Pub Health Nurse 1	Surgical Tech 2
Nursing Assistant 2	Pub Health Nurse 3	Veterinarian
Occupational Therapist 2	Pub Health Nurse 9	
Occupational Ther Mgr	Pub Health Nutritionist 2	
Occupational Ther Supv	Radiation Ther Technol 2	

Appendix A: Benchmark Job Titles (continued)

PROTECTIVE SERVICES OCCUPATIONS

Corrections Warden 4	Guard	Prison Enterprise Supv
Corrections Captain	Guard Supervisor	Prob/Parole Ofc 2/Juv
Corrections Lieutenant	Park Ranger 2	Prob/Parole Ofc 2/Adult
Corrections Sergeant	Police Captain	Prob/Parole Supv/Adult
Corrections Sgt/Master	Police Chief	Wildlife Enforce Cadet
Dep St Fire Marsh 3/Arsn	Police Investigator	Wildlife Enforce Sr Agt
Dep St Fire Marsh4/Mech	Police Lieutenant	
Fireman	Police Officer 2A	
Forestry Crew Supv	Police Sergeant-A	

Appendix A: Benchmark Job Titles (continued)

SOCIAL SERVICES OCCUPATIONS

Adult Protection Spec 2	Licensing Spec 2/DSS	Social Svcs Analyst 2
Assoc 3/Psychologist	Medicaid Analyst 2	Social Svcs Analyst 3
Child Welfare Svcs Asst	OCDD Act Trtmt Spec 4	Social Svcs Analyst Supv
Child Welfare Spec 1	Professional Counselor 2	Social Svcs Spec 2
Child Welfare Spec 2	Psychiatric Aide 2	Social Worker 2
Child Welfare Spec 4	Rehab Counselor	Social Worker 3
Clinical Chaplain 1	Rehab District Supervisor	Social Worker 5B
Clinical Chaplain 2	Residential Svcs Spec 2	Therapeutic Rec Spec 2
Clinical Chaplain 4	Residential Svcs Spec 3	Volunteer Coordinator 2
Corrs Classif Ofc 3	Residential Svcs Spec 5	Youth Care Worker 2
Fraud Investigator 2/OFS	Social Svcs Counselor 1	Youth Care Worker 3
Habilitation Instructor 1	Social Svcs Counselor 2	
Health Educator	Social Svcs Counselor 3	
Licensing Mgr/DSS	Social Svcs Counselor 4B	

Appendix A: Benchmark Job Titles (continued)

TECHNICAL & SCIENTIFIC OCCUPATIONS

Ag Environmental Spec 1	Engr Technician 7	I/T Geo Tech Spec-DCL
Ag Environmental Spec 2	Enviro Chem Spec 1	I/T Mgt Consultant 1
Ag Environmental Spec 3	Enviro Chem Spec 2	I/T Mgt Consult 2/DCL
Agricultural Spec 2	Enviro Chem Spec 3	I/T Office Specialist 3
Agricultural Spec 3	Enviro Chem Spec Adv	I/T Operations Manager
Agri Spec Prog Mgr	Enviro Chem Spec Staff	I/T Operations Shift Supv
Architect 1	Enviro Health Scientist 2	I/T Tech Support Anlyt 2
Architect 2	Enviro Impact Spec 3	I/T Tech Supp Cons DCL
Architect 3	Environmental Scientist 1	I/T Tech Supp Mgr
Architect 5	Environmental Scientist 3	I/T Tech Support Spec 2
Architect 6	Facility Project Plan 1	I/T Tech Support Spec 3
Biologist 1	Facility Project Plan 2	I/T Telecom Ana Mgr 1
Biologist 2	Facility Project Plan 3	I/T Telecom Ana Mgr 2
Biologist 3	Forestry Parish Supervisor	I/T Telecom Tech Anlst 1
Biologist DCL B	Forestry Prog Spec	I/T Telecom Tech Anlst 2
Biologist Supervisor	Geologist 1	I/T Telecom Tech Anlst 3
Comp Graph Design	Geologist 2	Landscape Architect
Comp Graph Design Mgr	Geologist 3	Landscape Arch Chief
Conservation Enf Spec 3	Geologist DCL	Landscape Arch Intern
Crime Lab Analyst 1	I/T Appl Mgr 2	Petroleum Analyst Adv
Crime Lab Analyst 2	I/T Appl Programmer 1	Professional Chemist 1
Crime Lab Analyst 3	I/T Appl Programmer 2	Professional Chemist 2
Criminal Records Anlyt 3	I/T Appl Prog/Analyst 1	Professional Chemist 3
DOTD Chief Engr Admin	I/T Appl Prog/Analyst 2	Professional Chemist Mgr
Engineer 3	I/T Appl Prog/An 3/DCL	Pub Hlth Epidemiologist
Engineer 5/DCL	I/T Appl Project Leader	Sanitarian 2
Engineer 4	I/T Center Ops Mgr 2	Sanitarian 3
Engineer 5	I/T Director 3	Sanitarian 8
Engineer 7	I/T Equip Oper 1	Surveyor Intern 1
Engineer 9	I/T Equip Oper 2	Surveyor 3
Engineer 9/DOTD	I/T Equip Oper 3	Surveyor 4
Engineer Intern 1	I/T Geo Project Supv	Surveyor 5
Engr Technician 3	I/T Geo Support Ana	TV Engineer Tech
Engr Technician 4	I/T Geo Asst Supp Ana	Wildlife/Fish Tech 3
Engr Technician 5	I/T Geo Supp Sr Ana	

Appendix A: Benchmark Job Titles (continued)

SKILLED TRADES OCCUPATIONS

Aircraft Flt Comm Pilot	Horticultural Attend/ Ldr	Printing Supervisor
Aircraft Mechanic 2	Horticulturist	Welder
Aircraft Mechanic Supv	Housekeeper Supervisor	Welder Master
Aircraft Pilot 2	HVAC/Ref Master Mech	
Carpenter	HVAC/Ref Mechanic	
Carpenter Master	HVAC/Ref Mech Fore	
Communications Ofc 2	Laborer	
Corrs Food Manager 4	Maintenance Foreman	
Custodian 1	Maintenance Repairer 1	
Custodian 2	Maintenance Repairer 2	
Custodian Supv 3	Maintenance Rep Master	
Duplicating Equip Oper 1	Maintenance Supt 2	
Duplicating Equip Oper 2	Mob Equip Maint Mech	
Election Spec 2	Mob Eq Mastr Mechanic	
Electrician	Mob Eq Mstr Mech/Ldr	
Electrician Master	Mobile Equip Oper Light	
Electronic Tech	Mobile Equip Oper 1	
Electronic Tech Adv	Mobile Equip Op 2 /Hvy	
Electronic Tech Trainee	Mobile Equip Shop Supt	
Facility Asst Maint Mgr 2	Operating Engineer 2	
Facility Main Mgr 2	Painter	
Facility Maint Manager 4	Painter Master	
Food Service Spec 1	Parks,Build,Grds Atten	
Food Service Spec 2	Plumber/Pipefitter	
Food Service Spec 3	Plumber/Pipefitter Master	
Food Service Spec 7	Printing Master Operator	
Highway Foreman 1	Printing Operator 1	
Horticultural Attendant	Printing Operator 2	

Appendix B: States in Compensation Consortiums

The Central States Compensation Association includes the following states.

Arizona, Arkansas, Colorado, Idaho, Illinois, Indiana, Iowa, Kansas, Louisiana, Michigan, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Washington, Wisconsin, and Wyoming.

The Southeastern States Salary Conference includes the following states.

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Virginia, and West Virginia.

Appendix C: State Jobs Below 2010 Federal Minimum Wage

Administrative (AS) Schedule:

Pest Control Specialist 1
Recreation Aide
Store Operator
Student Residence Houseparent

Medical (MS) Schedule:

Patient Escort 1
Patient Escort 2
Nursing Unit Aide

Social Services (SS) Schedule:

Psychiatric Aide 1
Residential Services Specialist 1

Labor/Trades (WS) Schedule:

Barber
Beautician
Custodian 1
Custodian 2
Food Service Specialist 1
Food Service Specialist 2
Laborer
Laundry Worker 1
Laundry Worker 2
Parking Lot Attendant
Research Farm Assistant 1
Seamstress